

DV The Desert Voice

United States Army Central
"Transforming to Full-Spectrum Operations"



October 29, 2008

**IMPORTANT CONTRACTOR
INFORMATION AND AWARD
PULLOUTS INSIDE!**



JUST GET IT DONE!

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On the cover

A 4th Sustainment Brigade Soldier sorts and loads ammunition in preparation for a convoy mission. For the full story, see page 6. (Photo by Spc. John Ortiz)

Contact us

Comments, questions, suggestions story ideas? Call the Desert Voice editor at 430-6334 or e-mail at desertvoice@arifjan.arcent.army.mil.

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Leaders Involvement, Pt. 2

I am extremely proud of the work that each and every one of you do on a daily basis. This goes from the most junior Soldiers in the command to our senior leaders.

We are a transforming organization and you have all risen to the challenge to make this a successful and smooth transition.

The work put forth by all members in the command during our Lucky Warrior exercise is a testament of our willingness to change, while we continue to maintain our efforts of security cooperation and theater sustainment.

As we continue to transform and adjust, as all Soldiers do, we must continue focusing on the fundamentals of Soldiering and what being a leader truly means. This means no matter what the circumstance, we must always do the "hard right", rather than the "easy wrong". This is even more essential for all those in leadership positions as we are charged with setting the standards for our troops with our every action.

A leader's responsibility is taking care of Soldiers. That means being involved and invested in their daily work and lives and ensuring they know they can come to us at any time with problems or concerns they have.

By involving ourselves in our Soldiers lives, we can influence the negative things that can affect a command, such as sexual assaults, equal opportunity issues, safety violations or anything else that demonstrates a lack of discipline and accountability for actions. When leaders involve themselves in the daily activities of their Soldiers... good things happen.

Leaders must hold their Soldiers accountable for their actions and enforce



the standards; while at the same time showing them what right looks like and investing the time to mentor and teach them.

A leader who sets the example not only gains the respect and confidence of his own Soldiers but of other Soldiers as well... it's a ripple effect.

The military is a unique organization that best exemplifies a mix of demographics, religions, races, genders, backgrounds and ethnicities all working together towards a common purpose and goal. With leaders setting the standards of ethics and respect amongst Soldiers, we can continue to create an organization for others to emulate.

Organizations that function on all cylinders know how to get the job done correctly, including the smallest details. They continue to push themselves forward because of the guidance and mentorship as their leaders pass on their knowledge and experiences to their subordinates, who one day will replace them.

It is because of your determination and devotion that U.S. Army Central continues to perform at such a high operational tempo. I know we have a top notch group of leaders and Soldiers working in our organization that can get behind this and raise and enforce standards. I thank each of you and your families for your service and all that you do... keep up the great work. **A**

Patton Own!



Safety First! That Means Eat Healthy

Committing to long term changes usually involves making wise lifestyle decisions.

We all make personal goals for change prior to a deployment; whether it's to lose weight, bulk up, exercise more or improve our overall performance.

A deployment usually affords us the time we need to spend on ourselves to make these changes.

The thought of making a positive change that will be recognized at first sight by our friends and loved ones when being redeploying home is both inspiring and motivating.

Unfortunately wise decisions are not made by motivation and inspiration alone.

Considering that the average person makes over 200 eating decisions per day; everything from when to eat, what to eat and how much to eat, making realistic choices to change your diet can become difficult.

To assist in this change, U.S. Army Central has adopted a Medical Command program called the "Go Green" food identification program in their "Fit to Fight" Campaign.

This program helps Soldiers, Department of Defense employees and contractors make wiser food choices effortlessly.

It's simple; the program categorizes foods in the dining facilities by the "Stop light" model.



Lt. Col. Danny Jaghab
U.S. Army Central Surgeon's Office

"Green" foods represent high performance foods that should be chosen frequently.

"Amber" foods only moderately enhance performance and should be selected less frequently.

"Red" foods are performance limiting and should be avoided.

If you want to gain weight, eat more red and amber foods. If you want to maintain your current weight, eat equal amounts of green and amber foods. When ready to lose weight choose more green foods over amber and red foods.

Of course portion control of all foods, especially labeled amber and red is critical to any well balanced diet.

Your dietitian can assist you in personalizing a meal plan consistent to your lifestyle and activity level.

Personalizing your goal on a daily basis to best fit your lifestyle will keep you motivated to stick to your plan.

Remember that achieving your goals will improve your health, performance, fitness and appearance.

Use the "Go Green" food identification program in the "Fit to Fight" Campaign to make your deployment and redeployment a significant and memorable life changing event.

Stay tuned for specific "Go Green" criterion in next weeks Desert Voice.

For more information contact Lt. Col. Danny Jaghab at 430-6429 or danny.b.jaghab@kuwait.swa.army.mil.



High Performance to Decrease Weight



High Performance for Weight Maintenance



High Performance for Weight Gain



"Go Green" in the "Fit to Fight" Campaign

Game builds bond between two Nations

Article and Photo by
Spc. Elayseah Woodard-Hinton
Desert Voice Staff Writer

The Lady Patriots women's basketball team, of Camp Patriot, Kuwait, played the Kuwait National Women's team in the Zone 1 Gym at Camp Arifjan, Kuwait, Oct. 17.

The game, arranged by Host Nation Affairs, Area Support Group-Kuwait, was a way to continue to build upon relations between the U.S. military and Kuwait.

"The game is part of our Good Neighbor program to build good will," said Lt. Col. Rodney P. Rose, director, Host Nation Affairs. "It's a way for us to say thank you to the Kuwaiti government for having us here."

Before the start of the game, Rose and the ASG-KU commander, Col. Christopher K. Hoffman, welcomed the guests and spoke of how important the day's event was for both the U.S. military and Kuwait.

"This is an example of international sportsmanship," said Hoffman. "It's a monumental event."

After the welcome, a gift exchange took place between the command and the Kuwait team as a display of their appreciation.

Once the game officially started, the stands were filled with cheering servicemembers and a small group of Kuwaiti local basketball fans in support of the event. Although a majority of the fan base was made up of servicemembers, the support for the teams was evenly distributed throughout the game, the lively crowd cheered whenever either team scored a point.

The women played two, 20-minute periods and at the end of the first period, the Kuwait National Women's team held an 11-6 lead against the Lady Patriots.

The Kuwait Women's team continued to lead the game during the second half, but not without a fight from the Lady Patriots who, during the last few minutes of the game, gained several points reducing the Kuwaiti team's lead.

However, the Kuwait National Women held on and came out victorious, winning 26-22.

"It was a great game," said Mariam Al-Ameeri, Kuwait National Women team. "The [Lady Patriots] played good, I'm proud of our girls and I really want to come back."

Despite their loss, there were no hard feelings from the Lady Patriots. Members of both teams remained in good spirits while chatting with each other and posing in pictures with fans who attended the game.

After the excitement of the crowd died down at the gym, the teams joined each other for dinner in the Zone 1 dinning facility.

A dinner that Seaman Nicole S. Joyner, starting forward and co-captain with the Lady Patriots, said she was looking forward to because it would give her a chance to sit down with the Kuwait women and learn more about them and their culture.

The game between the Lady Patriots and the Kuwait National Women proved that basketball can be used for more than a means to demonstrate sportsmanship, it can also serve as a means to build bonds between people and cultures. **A**



The Lady Patriots of Camp Patriot's women basketball team played the Kuwait National Women's team in basketball in the Zone 1 Gym at Camp Arifjan, Kuwait, Oct. 17. The game, which the KNW team defeated the Lady Patriots 26-22, continues to build upon the relations between the U.S. military and the Kuwaiti government.

9th FMC hosts NBK grand opening

Article and Photo by
Spc. John Ortiz
Desert Voice Staff Writer

The 9th Financial Management Company from Fort Lewis, Wash., has broken through numerous political and military road blocks to stand up the first host-nation bank on military soil in the Central Command Area of Operations.

"We had to coordinate with the normal military levels; Central Command and U.S. Army Central, navigate the Defense Cooperation Agreement, Kuwaiti customs and legal framework, all the way to negotiating and facilitating with the National Bank of Kuwait," said Maj. Brian Smith, the 9th FMCO Commander.

Though dealing with different levels of military and host nation personnel was an obstacle to clear, it was not the biggest.

"The biggest hurdle that we overcame was getting the land for the bank," said 2nd Lt. Suzette A. Pinnock, a disbursing officer for the company and one of the chief mediators of this accomplishment.

Through the semi-permanent building; servicemembers, contractors and civilians are afforded a new opportunity for banking. All will be able to conduct basic banking needs to include check cashing, wire transfers, foreign currency conversions and the ability to open and close bank accounts, along with expanded ATM service on the camp.

"Having a branch here on [Camp] Arifjan will allow contractors, civilians, and [servicemember] to conduct business face-to-face, and will no longer have to go downtown to convert currency or resolve customer issues," said Smith. "More services will be offered while reducing the operating cost and high manpower requirements from the Finance Community."

"The National Bank of Kuwait was eager and excited about this busi-



Mr. John J. Argodale, Deputy Assistant Secretary of the Army, Finance Operations, and Ms. Shaikha K. Al Bahar, Deputy CEO for NBK, cut the ceremonial ribbon signifying the official branch opening for business at Camp Arifjan, Kuwait, Oct. 23.

ness opportunity from the very beginning; this turned out to be an easy transition," said Mr. John J. Argodale, the Deputy Assistant Secretary of the Army, Financial Operations.

"We capitalized on NBK's relationship with the Army that provides support, service and funding for 15 ATMs throughout Kuwait[that serve our servicemembers] and designated as a limited depository account by the Department of U.S. Treasury, actually links U.S. Banks directly to the Central Bank of Iraq," he said.

"The National Bank of Kuwait could assist and augment our theater central funding mission," said Argodale. "They can assist with improving the banking system in Iraq by opening additional branches in critical locations and partnering with other Iraqi businesses and financial institutions."

Through the contract negotiated with NBK, the bank furnished the final product and will provide service through the building at no cost to the U.S. government.


"This means a lot, we have a very important relationship with the United States, and as our client, we go all the way to meet their needs to make

them successful," said Ms. Shaikha K. Al Bahar, the Deputy CEO for National Bank of Kuwait. "It is part of the customer service that we provide to prime customers, not only locally, but internationally."

"The bank right now, is a wonderful business opportunity for both the U.S. and Kuwait and merges both of our strengths together and builds on the friendship between both of our countries," said Al Bahar.

"[Our unit] had no idea when we arrived in theater we would be in the bank building business," said Al Bahar. "We picked up the project and ran with it; it became a personal challenge and goal to see if we could get it done."

After nearly 14 months, the members of the 9th Financial Management Company accomplished a task that seemed too far away to grasp, yet with hard work, and coordination with different organizations, the 9th will leave a piece of hard earned work behind, for others to benefit.

"To leave a legacy that will impact the entire military population in Kuwait for rotations to come is humbling and immensely satisfying," said Smith. 

4th Sustainment Brigade Wrangler

Article and Photos by
Spc. John Ortiz
4th Sustainment Brigade PAO

It is during moments of stress when the unpredictable happens that truly sets apart the Wrangler Soldiers and Airmen that supply the Iraq Theater.

Through the use of heavy equipment transporters and Army tractor trailers by the Wrangler Brigade, the movement of a unit's deploying and redeploying equipment, along with the delivery of all classes of supplies; ranging from Gatorade, fuel, and critical maintenance parts, is an continuous 24/7 operation.

Wrangler convoys on the road anywhere from two to 15-hours a day for multiple days to get the job done.

Through the extensive use of main and alternate supply routes by the convoys, it is inevitable that a convoy will encounter hostile actions; from

simple rock throwers, enemy fire and roadside bombs, to a complex attack that involves any combination of the three.

Though the drivers and truck commanders of transport vehicles have ammunition and weapons to engage the enemy, convoy escort security falls primarily upon the shoulders the vehicles,

Protecting all convoys are convoy protection platforms; up-armored humvees and armored security vehicles scattered throughout the convoy formation whose mission is to escort and protect the convoy and its vital cargo should they encounter any hostile actions.

The CPPs are the fighter jets which maneuver throughout the convoy formation, maneuvering the length of the convoy formation checking for suspicious activity, such as a lone individual on the side of the road or the more dangerous, a suspected IED.

With transport vehicles, CPPs, and contracted white trucks, the convoy comes together to execute the distribution mission.

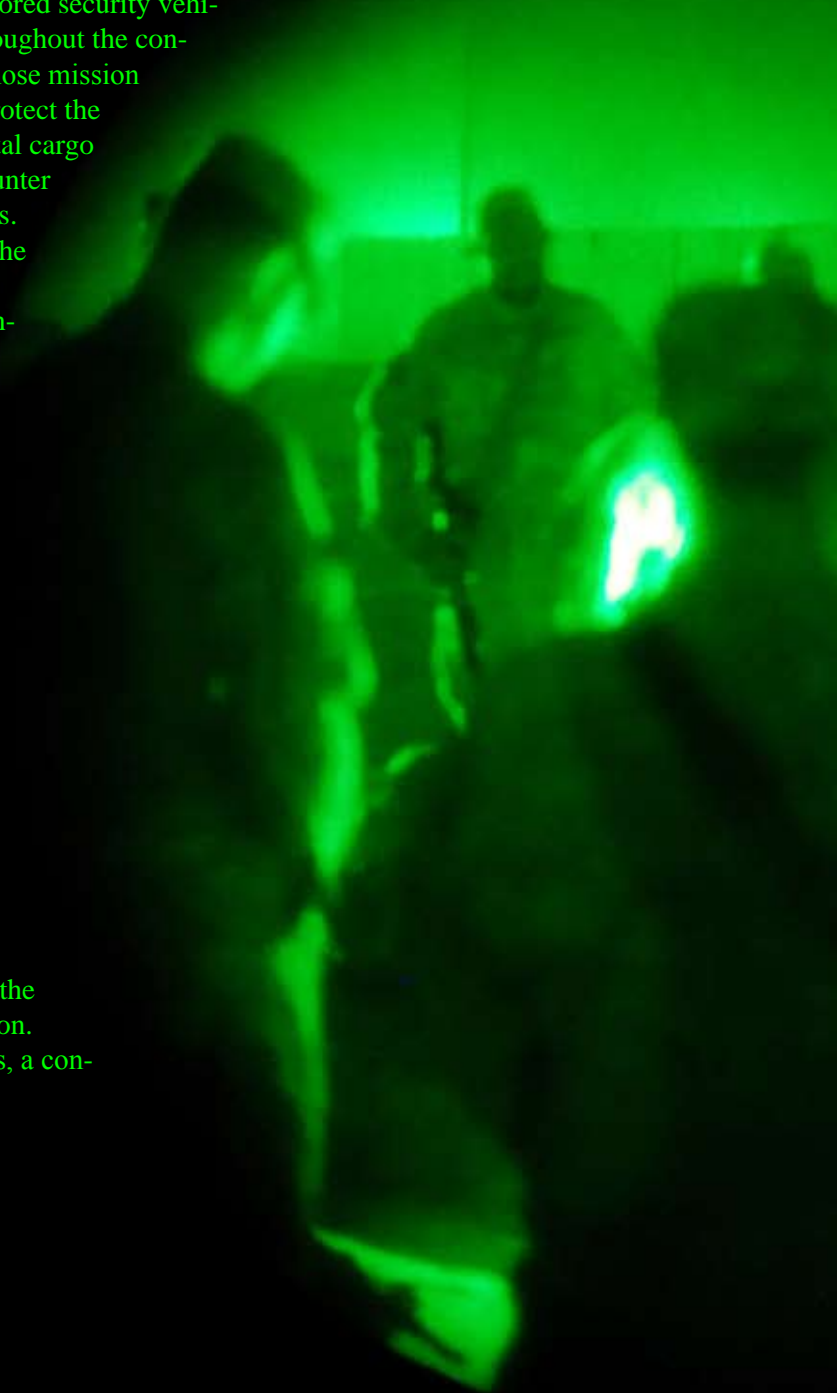
In simple terms, a con-

voy's mission is to go from point A to point B, drop off supplies and equipment and load supplies and equipment from units redeploying. It is a great mission when all goes according to plan; however, many times it does not.

Weather is the biggest factor in convoy movement. Due to medical



Members of Company C, 148th Infantry Battalion standby at the Baghdad Staging Yard waiting for a movement control team to clear the convoy to move south after several days of dust storms prevented convoy movement.



deployed to the CENTCOM AOR

LETTER OF AUTHORIZATION			DATE OF REQUEST																		
GOVT AGENCY SUPPORTING MISSION U.S. Army	GOVT AGENCY POC Mr. James Andrews	GOVT AGENCY POC PHONE 777-777-7777	GOVT AGENCY POC EMAIL james.andrews235@us.army.mil																		
NAME (Last, First, Middle Initial) Smith Jr., Johnathon J.	SSN 395-55-5555	DATE OF BIRTH 7/13/1969	PLACE OF BIRTH Duck, NC																		
HOME ADDRESS 1945 Victory Road Suite 17B McLean VA 22192		CITIZENSHIP 7/13/1969	PASSPORT # / EXPIRATION 78153298(1/1/2008)																		
		DEPLOYMENT PERIOD START Sunday, July 01, 2007	DEPLOYMENT PERIOD END Thursday, November 15, 2007																		
AKO EMAIL smith.jonathon22@us.army.mil		THEATER EMAIL smith.jonathon@swa.us.army.mil																			
CLEARANCE LEVEL w/ AGENCY	CLEARANCE DATE (MM/DD/YYYY) Monday, January 01, 2007	JOB TITLE Sr.Electrical Engineer	GRADE EQUIV (GS12 or GS 13) GS12																		
COMPANY (full name) Booz Allen Hamilton	COMPANY POC Ronald Pendergrass	COMPANY POC TELEPHONE 703-902-2222	COMPANY POC EMAIL pendergrass_ronald@bah.com																		
CONTRACT NUMBER/ TASK ORDER AXBG-12AG5	CONTRACT PERIOD START 1/1/2006	CONTRACT PERIOD END 12/31/2008	CONTRACT ISSUING AGENCY Army Materiel Command																		
NEXT OF KIN (NOK) NAME Betty Smith	NOK RELATIONSHIP Wife	NOK TELEPHONE 808-888-0000	NOK ALTERNATE TELEPHONE 808-878-0707																		
IN-THEATER CONTACT James Hendrix		CONTACT'S PHONE 777-777-7777	CONTACT'S EMAIL james.hendrix1@us.army.mil																		
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The government organization specified above, in its mission support capacity under the contract, authorizes the individual employee identified herein, to proceed to the location(s) listed for the designated deployment period set forth above. Non-supervisory positions shall be rated GS-12 or equivalent. Supervisory / Managerial positions shall be rated as GS-13 or equivalent. Upon completion of the mission, the employee will return to the point of origin. Travel being performed is necessary and in the public's service. Travel is in accordance with FAR 31.205-36 and the maximum per diem allowable under the appropriate travel regulations (Joint Travel Regulation (for AK, HI and outlying areas of the United States and US possessions), Federal Travel Regulation for CONUS and US Territories, and Dept of State's Standardized Regulations for OCONUS Foreign Areas designated by DOS).

Emergency medical support will be determined by the appropriate supported commander. Contractor authorization aboard military aircraft will be determined by the supported commander. Necessary identification badges will be determined and provided by the supported command.

This Contractor is considered as "Key Personnel, Government Civilian" in connection with "Non-Combatant Evacuation Orders" at the civil service grade indicated above.



ONLY AN ACCEPTED LOA WILL HAVE A BARCODE

U.S. ARMY AWARD RECORD

Formally recognizing our Soldiers and our units for a job well done is one of the great things about military service. The program recognizes our Soldiers and our units for their great work. Leaders use the program most effectively when they know the

The awards process all begins with unit leadership. The supervisory chain is responsible to ensure timely recognition. Inflation, Commanders and USARCENT Staff Principals will ensure fair, consistent, and prudent application of the command grade of the intended recipient. Rather, the award should reflect both the individual Soldier's level of responsibility and the effectiveness of their organization will be the predominant factor.

While Army Regulation 600-8-22, Military Awards, lays out the specifics of each award, here's a quick look at the various needs to be to the approval authority.

UNIT AWARDS

The Presidential Unit Citation



Awarded to units of the Armed Forces of the United States for extraordinary heroism in action against an armed enemy. The unit must display such gallantry, determination, and esprit de corps in accomplishing its mission under extremely difficult and hazardous conditions as to set it apart from and above other units participating in the same campaign.

Valorous Unit Award



Awarded to the units that performed with marked distinction under difficult and hazardous conditions in accomplishing its mission so as to set it apart from and above other units participating in the same conflict.

The Army Superior Unit Award



Awarded to units recognized for outstanding meritorious performance of a unit during peacetime of a difficult and challenging mission under extraordinary circumstances for at least 30 days. Circumstances may be deemed to be extraordinary when they do not represent the typical day-to-day circumstances under which the unit normally performs, or may reasonably be expected to perform, its peacetime mission.

Meritorious Unit Award



Awarded to units for exceptionally meritorious conduct in the performance of outstanding services for at least six continuous months during the period of military operations against an armed enemy. The submitted unit should perform at the level that would garner an individual a Legion of Merit, and perform in such a way that distinguishes it from other units with a similar mission. Service in a combat zone is not required, but their service must be directly related to the combat effort. The unit must display such outstanding devotion and superior performance of exceptionally difficult tasks as to set it apart and above other units with similar missions. Army policy limits award of the MUC to combat service/support units. Combat units may only submit recommendations for either of Presidential or Valorous Unit Awards.

INDIVIDUAL AWARDS

The Distinguished Service Medal



Awarded to any Soldier for exceptionally meritorious service in a duty of great responsibility. The performance must be such as to merit recognition for service that is clearly exceptional. Exceptional performance of normal duty will not alone justify an award of this decoration.

Submission timeline:

90 days prior to the presentation date.

COGNITION PROGRAMS

Knowing the right way to submit awards is key to ensuring timely recognition. The military awards program formally sets the requirements for each award and the rules for submission. Recognition of outstanding performance and contributions during a Soldier's tour of duty. To reduce or eliminate potential confusion, the Army's awards and recognitions program. Awards for meritorious achievement or service will not be based upon the quality of their manner of performance. The degree to which an individual's achievement or service enhanced the readiness or capability of individual and unit military awards, the qualifications for them and the submission timelines for when the award



The Legion of Merit

Awarded to any Soldier for exceptionally meritorious conduct in the performance of outstanding services and achievements. The performance must have been such as to merit recognition of key individuals for clearly exceptional service.

Submission timeline:

60 days prior, for a retirement; 75 days prior to PCS.

The Bronze Star Medal



Awarded to any Soldier whose meritorious achievement or service, in connection with military operations against an armed enemy; or while engaged in military operations involving conflict with an opposing armed force. Special note: on a by-exception basis, the Meritorious Service Medal and the Army Achievement Medal may be awarded in the combat theater for non-combat meritorious achievement or service. This exception does not authorize the MSM to be used as an upgrade or downgrade to a recommended BSM.

Submission timeline:

90 days prior to the presentation date.



The Meritorious Service Medal

Awarded to any Soldier for outstanding meritorious achievement or service.

Submission timeline:

60 days prior to the presentation date.



The Air Medal

Awarded to any Soldier for meritorious achievement while participating in aerial flight. Awards for meritorious service may be made for sustained distinction in the performance of duties involving regular and frequent participation in aerial flight for a period of at least 6 months.

Submission timeline:

60 days prior to the presentation date.



The Army Commendation Medal

Awarded to any Soldier for an act of heroism, extraordinary achievement, or meritorious service. It may be awarded for acts of noncombatant-related heroism which does not meet the requirements..

Submission timeline:

60 days prior to the presentation date.



The Army Achievement Medal

Awarded to any Soldier for meritorious service or achievement of a lesser degree than required for award of the Army Commendation Medal. Submission timeline:

45 days prior to the presentation date.

A well executed award recognizes the great things our Soldiers and units do – accurately and on time – as we continue our fight in the Global War on Terrorism.

ATTENTION: *All contractors*

CENTCOM FRAGO 00-1451

All contractors in the CENTCOM area of responsibility are required to have in their possession a synchronized predeployment and Operational Tracker (SPOT) generated letter of authorization at all times.

Accountability of all personnel is essential to the Army Central Mission. The Department of Defense, Central Command and ARCENT are required to account for personnel in the area of responsibility, to include Civilian Contractors.

If you do not have one, contact your company representative or your government contracting officer to register you in the SPOT database.

Wranglers mount up for convoy

evacuation status, convoys are unable to continue the mission and are forced to bed down for the night, remaining on standby to go on a moment's notice.

Other factors prohibiting movement are ones that are even more unpredictable, the threat of IEDs and small arms fire.

It is through these events that make the convoy earn its money, adapting to the unpredictable and ever-changing combat environment.

Being 'hit' as members of the convoy call it, begins a chain-reaction that can only be described as organized chaos, when numerous battle drills are executed simultaneously.

It is during this moment, when members of the convoy are on high-alert, with radios giving everyone situational awareness.

Throughout the incident, the convoy commander receives updates through the gun trucks and Army transport trucks, who are all working as a team, continuously scanning the area to protect the convoy from another attack, in order to brief their battalion tactical operations center, to give them real-time information of what is occurring, boots on ground.

Once the all clear is given, the convoy commander makes sure all green and white trucks are accounted for, while the gun truck commander ensures all the CPPs are in their correct position within the convoy.


It is not one convoy only looking out for itself, but the unique theme of the Wrangler Team, with convoys willing to

lend a helping hand to aid another in need.

This theme was seen in the middle of the main supply route with numerous convoys willing to help a convoy who had a truck whose cargo became loose falling off the back of the trailer.

Three wreckers, all from different convoys came together, and with the help of a contractor to help fasten the unsecured load securely in place, in order to continue and accomplish the mission.

Being able to think outside the box and overcome obstacles to accomplish the mission is one asset shared by convoy and gun truck commanders, it is those Soldiers and Airmen that truly make it happy and are the vital assets of the Wrangler formation.

It is not hard to imagine that members of the convoy and gun truck team share in some stressful moments, it is getting the job done during the stress that is fundamental to the success of the Wrangler Brigade. 



Spc. Christopher Walsh a gunner with the 129th Transportation Company from Missouri, attached to the 6th Transportation Battalion checks the head-space and timing of a M2 .50 cal. machine gun on top of an up-armored humvee at Khabari Crossing prior to leaving on a convoy escort mission.

A night vision view of a convoy briefing at the Baghdad Staging Yard prior to departing on a southbound convoy carrying equipment for a redeploying unit.

Host Nation Affairs bridges gap for USARCENT



Lt. Col. Rodney P. Rose, director, Host Nation Affairs, ASG-KU, discusses an up-coming meeting with Mr. Fahad Al-Khamees, Kuwait Ministry of Defense, local procurement, catering and contracting command. Mr. Fahad oversees the Kuwait sponsored dining and laundry facilities on U.S. forces camps in Kuwait.

*Article and Photo by
Pfc. Alicia Torbush
Desert Voice Staff Writer*

“Every servicemember and Department of Defense civilian in Kuwait is an ambassador,” said Lt. Col. Rodney P. Rose, director, Host Nation Affairs, Area Support Group-Kuwait. “We must all understand what we must protect.”

The mission of Host Nation Affairs is to build and maintain good relations with Kuwait while providing support to Operations Iraqi and Enduring Freedom.

“One of my directives is to build goodwill capital by treating everyone with dignity and respect,” said Kuwait Ministry of Defense liaison, Staff Sgt. Jose Zarate, Host Nation Affairs, ASG-KU.

In order to operate within Kuwait, a relationship must be built and maintained. Most host nations and the

U.S. military operate under a Status of Forces Agreement.

According to the Global Security website, a SOFA allows the U.S. military to operate within a host nation and allows for entry and exit of forces to that nation.

“The SOFA does not apply in Kuwait,” said Rose.

Kuwait and the U.S. have a Defense Cooperation Agreement. The DCA has an indefinite timeline for U.S. presence in Kuwait and allows for cooperation between the two countries. Either nation can give one year notice to terminate the agreement.

As part of the current DCA, Kuwait provides almost a half billion dollars worth of goods and services and the U.S. military provides training for the Kuwaiti Army.


“The Kuwaiti military depends on the training that it gets from the U.S. Army,” said Kuwait Army Chief

Warrant Officer Al-Shamari Sabih, liaison, Kuwait Ministry of Defense.

In turn, the U.S. military depends on the mission-critical goods and services that Kuwait provides, such as use of ports, bases, ranges and training facilities.

The Kuwaiti government also provides host nation and third country national labor force, the use of Kuwait City International Airport, use of bands and frequencies for communication, funding for facility maintenance, dining facilities, free use of facilities and a customs fee waiver for equipment passing through Kuwait on its way to Iraq or Afghanistan.

“We could not do all the things we are doing in Iraq and some parts of Afghanistan if we did not have Kuwait as a place to stage personnel and equipment,” said Rose.

Maintaining good host nation relations between ASG-KU and Kuwait is essential to OIF and OEF. 

AFAP ... 25 years old, still Army Strong

Article by
U.S. Army Central
Public Affairs Office

This year, the Army celebrates the 25th anniversary of the Army Family Action Plan (AFAP). Created in 1983, AFAP was established to serve as an outlet for Soldiers and their Families to voice their concerns on quality of life to their leadership and to make recommendations for improvement. Army leaders realize that a Soldier's Family plays a key role in career decisions and readiness. Over its 25-year history, AFAP has been responsible for improving hundreds of legislative, regulatory, and policy changes involving the Army, as well as improving many programs and their associated funding. Lt. Gen. James J. Lovelace, USARCENT Commanding General states, "The Army Family Action Plan is more than just a powerfully important program... it's an attitude inside an organization. When leaders say 'do the mission; protect the force'... protecting the force is about taking care of people."

AFAP issues are collected throughout the year through a variety of forums, but Lovelace says not to wait for a formal event or a meeting to voice concerns. He stresses, "If you have an issue... bring it up with your chain of command. If they can't fix it... bring it up in another venue, whether it's with the chaplain, at an IG session, or a town hall meeting... there are all kinds of forums to address concerns. If you see something that needs to be fixed... let someone know about it. It's about taking care of people."

USARCENT will continue to hold town hall meetings, sensing sessions, command surveys, as well as placing suggestion boxes around the area to capture issues throughout the year. If issues are not being addressed in those forums or with the chain of command, Lovelace encourages individuals to exercise the open door policy. He states, "I have an open door policy... and so do our subordinate commanders... use it if you have a concern that we need to hear. If it's something we can fix immediately... we'll get after it."

The Army is currently the only DOD branch of service that offers this type of program. Benefits from the program have served to improve the Army's image and help retain Soldiers. The AFAP is one of the many ways the Army has worked toward keeping the lines of communication open between leaders and their troops. But most


importantly, AFAP ensures the quality of life for Soldiers and their Families remains in good standing so that units can remain mission ready.

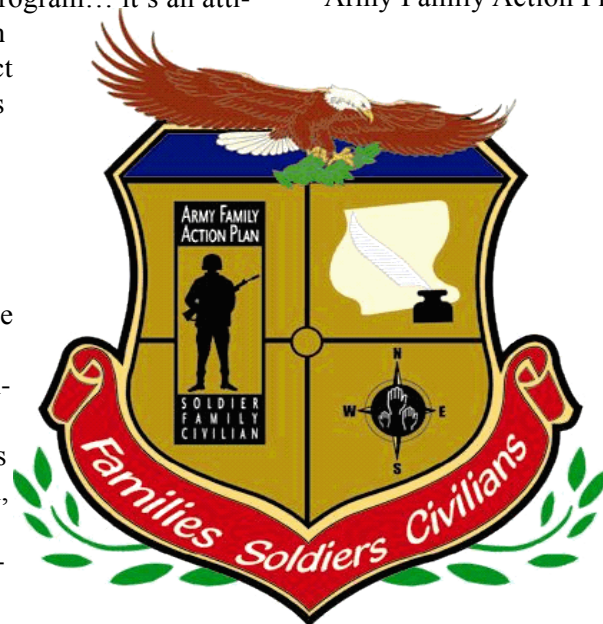
Some quality of life success stories raised through the AFAP process include: increasing Servicemembers' Group Life Insurance significantly, implementing the Thrift Savings Plan, increasing Basic Allowance for Housing by 11 percent, institutionalizing Family Support/Readiness Groups, creating Better Opportunities for Single Soldiers, authorizing TLE for first-term enlisted personnel as well as first-term officers, establishing a DOD Reserve Component Family Member ID card, and many others. For more information on AFAP, visit the USARCENT website and click on the AFAP link. Additional information can be found at <http://www.army.mil/family/2008/>.

On Dec. 1, USARCENT will host its first annual Army Family Action Plan Conference. In the past, U.S.

Army Central has participated in a combined conference with U.S. Forces Command and the Fort McPherson Garrison. However, in order to create a forum where the issues and concerns of the Soldiers, Civilians and Families of USARCENT take center stage, the command, under the leadership of the G-1, will hold its own conference to discuss, prioritize, and find solutions for its own issues and concerns. This forum also creates a perfect opportunity to prepare for USARCENT's participation in the Army's 2009 national AFAP conference, which will be held in Washington, D.C.

Army delegates from commands around the globe meet and review issues raised to the Department of the Army level and determine which issues will be implemented into the national AFAP. These issues are then worked and resolved by the Army Staff and other Department of Defense agencies.

In order for USARCENT's conference to be a success, a strong turnout of volunteers is needed to serve as delegates, facilitators, recorders, transcribers, and issue support personnel. Training for these positions will be offered. If you know someone interested in volunteering as a delegate or to assist in a support position, please contact the Family Readiness Program Manager, Mrs. Cynthia Jacobs at 404-464-3132 or LTC Annie Dear at 404-464-1650. Participation in USARCENT's AFAP conference is a great way to voice your concerns and improve the quality of life in this command and in the Army. 



Warrior's Leader Course comes to Egypt

*Article and Photo by
Sgt. Christopher Selmek
Multinational Forces
and Observers PAO*

“A good leader has to be able to react to the unexpected,” said Sgt. 1st Class Timothy Elder, Warrior Leaders Course Noncommissioned Officer in Charge. “That’s the most important skill any leader should possess: can you make quick decisions under fire, or are you just going to freeze?”

With over a dozen years of experience in the Noncommissioned Officer Education System, half that spent as a Warrior Leader’s Course instructor, Elder knows what he’s talking about. Which was why, in September and October, Elder returned to Egypt for the third time, leading a group of four WLC instructors from the 209th Regional Training Institute at Camp Ashland, Neb.

Soldiers from the regular Army and National Guard, including the 104th Cavalry, 1st Support Battalion and Task Force Sinai, came together to attend WLC while on duty with the Multinational Force and Observers in Egypt.

Each of the 97 students, attending the two-week course in two rotations, had different reasons for signing up for the grueling leadership course at South Camp.

“The course is supposed to teach you land navigation, how to perform squad movements and how to be a leader,” said Spc. Robert Otto, 1st Support Battalion.

“I’m looking to pick up some useful experience regarding counseling,” said Sgt. Brian Andrews, C Troop, 104th Cavalry. “I’ve been a team leader for about four years now, and I’m looking to refine those skills. My battalion is leaving here pretty soon, and I’m lucky to get the opportunity to go through this class while it’s here in the Sinai.”

This is the first time WLC has been

offered in the Sinai since its name changed from the Primary Leadership Development Course in 2006.

“Classroom instructors include practical application followed by hands-on, performance-oriented training conducted in a field environment, culminating with an extensive situational training exercise,” Elder said.

One of the major changes that has happened with the start of the war is the arrival of students as junior as private first class, who have been forced into combat leadership roles far in advance of their pay-grade.

“Some come with the attitude that there’s nothing you can teach me, because I’ve been deployed,” said Elder. “We like to use those people for their experience, but it still hasn’t taught them anything about the basic leadership skills they need from this class.”

Other central tenants of the course involve giving each student an informal leadership position for a day, which includes conducting physical training and marching the formation from the classroom to the dining

facility.

“Everybody is in an informal leadership position at least twice throughout the class, once in a classroom environment and once after we go out to the field,” said Sgt. 1st Class Timothy James, WLC small group leader. “The small group leaders evaluate how they stand up to leadership in a real life situation, which is as much an important part of the class as doing homework.”

“This is the type of leadership course that helps you to progress in rank, and that’s what I hope to get out of it,” said Sgt. Jesse Horn, B Troop, 104th Cav. “These are all things I’m going to need to know as I go forward in my military career, so it’s good to learn it now and help myself up to the next level.”

“I learned a lot from my instructors,” said Sgt. Takola Raymond, Headquarters and Headquarters Detachment, Task Force Sinai. “My instructors knew their stuff and what they were saying works. I’m glad I got through it.” **A**



Spc. Krystal Lutz, Headquarters and Headquarters Troop, 104th Cavalry, looks to her small group leader, Sgt. 1st Class Timothy James, for guidance, Sept. 16, while leading her platoon during the Warrior Leaders Course on South Camp.

Listen!

by Maj. Gen. Chuck Anderson
USARCENT Deputy Commanding General

I had an office call the other day with a senior person who was dropping by on his way to Iraq. After he departed it struck me how well he listened. Have you known leaders who were experts at listening? I suggest that is an attribute to have in the plus column, especially in a fast paced environment like we all live in today. In a recent book by Marshal Goldsmith titled, What Got You Here, Won't Get You There, a chapter is devoted to Listening. Marshal maintains that 80% of our success in learning from other people is based upon how well we listen.

Think Before you speak. Not talking is an active choice; seriously it takes energy and discipline to not speak, especially when you are frustrated or angry. Some folks think that listening is when you are not talking. No true, speaking and listening is a two-step process where speaking establishes how well we are at listening. Telling your mouth to not open is the same motor program to have it open – listening is an active choice.

Listen with Respect. Being a good listener may require you to place a toll booth between the brain and the mouth. The problem is when we are supposed to be listening we are thinking of what to say.



This is what Marshall refers to a negative two-fer. While you should be listening you are compiling a comment that could be destructive or add meaningless value to the discussion. When you listen you convey how important

the person talking is and not how important you are. When this is conveyed, the people who work for you will generate win/win solutions and their work performance will soar.

Ask yourself, "Is it worth it." This simple question gets you beyond the conversation. What will that person think about the response? Will they bring another idea my way again? Do you speak or shut up? Do we argue or say thank you. Do you rate the comments or do you acknowledge them? Not all conversations are easily solved for you know there are times where you have to speak up, inject quickly for you have the knowledge and experience.

I understand that Marshal Goldsmith's approach is not the recipe for what face in today's operational environment. Take what you think will contribute to your professional and personal growth and filter the remainder. Listening is not easy, it is an active motor program and you got to work at it. **A**

Just One Question ...

"What is your favorite Halloween candy and why?"



"A Hershey chocolate bar is my favorite. I remember always going back to a house a second time to get a Hershey bar."

Petty Officer 1st Class Susan DeFranco
NAVELSG Forward H
Training
Philadelphia, Pa.



"I remember stealing my favorite Mary Jane candy from my sister every Halloween."

Spc. Michael Burgner
3rd Squadron 2nd Cavalry Regiment
Stryker Driver
Oswego, Ill.



"Bite-sized Snickers bars are my favorite because they remind me of being a kid at home."

Spc. Shari Harrison
HHD 54th Signal Battalion
Supply Specialist
Abbyville, La.



"Hershey chocolate bars because we made s'mores with them every Halloween."

Senior Airman Rob Harper
70th Medium Truck Detachment
Vehicle Operator
Detroit, Mich.



"Candy corn is my favorite, because as a kid I played with them like they were vampire teeth."

Cpl. Cordel Anderson
26th Marine Expeditionary Unit
Crew Chief
Springville, Utah

Why I Serve:

Capt. Lawrence Arnold
Marine Corps System Command; System Command LNO



The Brooklyn, N.Y., native explains why he chose to join the military.

"I love being a Marine and what the Marine Corps stands for. It's an honor to serve my country."

What's happening around USARCENT



Photo by Sgt. Brooks Fletcher

CID Awardees

Sean Clayton, resident agent in charge, and Special Agent Robert Blalock, Criminal Investigation Command, far left, presents certificates to investigators for their performance and execution during a multi-agency and local search on Camp Arifjan, Kuwait, Aug. 20. Awardees include Naval Investigators Jeffrey Burns, Michael Warren, Trent Clatterbuck, and Army Investigator Tashawna Jones.

Financial Management Conference

Brig. Gen. James Rogers, commander, 1st Sustainment Command, gives the opening remarks for the Theater Financial Management Conference FY09. Participants traveled to Camp Arifjan, Kuwait from locations throughout theater and the U.S., for the two day conference held Oct. 23 and Oct. 24.



Photo by Spc. Elayseah Woodard-Hinton

